

DEPARTMENT OF THE ARMY
HEADQUARTERS AND HEADQUARTERS DETACHMENT
27th TRANSPORTATION BATTALION (MC)
UNIT 27973
APO AE 09096

AETV-SCS-MI

1 March 2004

MEMORANDUM FOR RECORD

SUBJECT: Policy Letter #15, Risk Management

1. Our mission and our soldiers are my utmost concern. The common link to both is **SAFETY!** I understand that every mission we execute will incur some level of risk, but it is our job as leaders to manage this risk in order to minimize any chance of injury.
2. As a minimum the senior NCO on the ground will conduct a risk assessment at these times in the HQ area, motor pool, training area, SP site, etc:
 - a. At the beginning of the duty day, to assess what precautions are necessary before work begins.
 - b. At the end of the duty day, to ensure that it is safe to release the soldiers.
 - c. Before every movement.
 - d. Before every training event.
3. The safety NCO will publish a generic risk assessment matrix to be used by the leadership as a tool. Not all risk assessments must be done on paper. The important thing to remember is that the senior person at the site must think about the following factors before initiating an action:
 - a. Weather - Is the weather a factor today? How so?
 - b. Soldier' Alertness - Did they get enough rest?
 - c. Leader Alertness - Did YOU get enough rest?
 - d. Mission Prep Time - How much time did you have to prepare? Remember, the less time you had to prepare, the higher the risk incurred due to the elevated chance that something can go wrong.
 - e. Terrain - I am not just talking about the outdoor environment. Is the environment around you, whether you are indoors or not, posing any hazards to your personnel?
 - f. Other Factors - Any other factors that will influence the level of risk present in the area.
4. Once the risk levels are assessed in each of the various areas, you must determine the total level of risk. If you deem that it is a high-risk situation, then you must ask yourself what precautions are now necessary to manage the risk. If enough precautions exist to successfully lower the risk to a manageable level, then EXECUTE. However, if you feel that the precautions are insufficient or you are UNSURE of the precautions necessary, then you WILL REPORT this to the chain of command. DO NOT execute the mission until you receive more guidance.

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5. I am the only person authorized to give approval to execute a task in a medium risk assessment range. The Battalion Commander is the only person authorized to give approval to execute a task in the high-risk assessment range.

6. "SHOOTERS, SHOOT TO KILL!"

WARREN C. FISHER
CPT, TC
Commanding